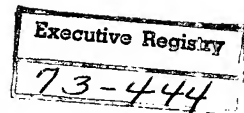


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SCHEDULE

CIA SENIOR SEMINAR THREE

21 January - 23 March

BLOCK II: THE BUSINESS OF CIA

BLOCK MANAGER:

ASSISTANT BLOCK MANAGER:

25X1

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CIA SENIOR SEMINAR

Block II: THE BUSINESS OF CIA

The objective of Block II is to renew and enlarge the knowledge and understanding that members of the Seminar have of the work of the Agency. The Block singles out for special attention major facets of the Agency's primary missions and tasks, and the choice of topics is necessarily highly selective. Each major presentation is designed to provide an overview of an important element of the Agency's responsibilities as well as develop some facets of the subject in depth. Many aspects of CIA's business are also covered in other Blocks when they have a significant relationship to the international arena, the work of other agencies, the domestic environment, or management practices.

MONDAY, 29 JANUARY

0830) - Introduction to Block II  
0900)

25X1   
Senior Seminar Staff

0915) - The Organization Game  
1200)

Seminar Members

The Organization Game is a team exercise designed to familiarize Seminar members with the structure of the Agency.

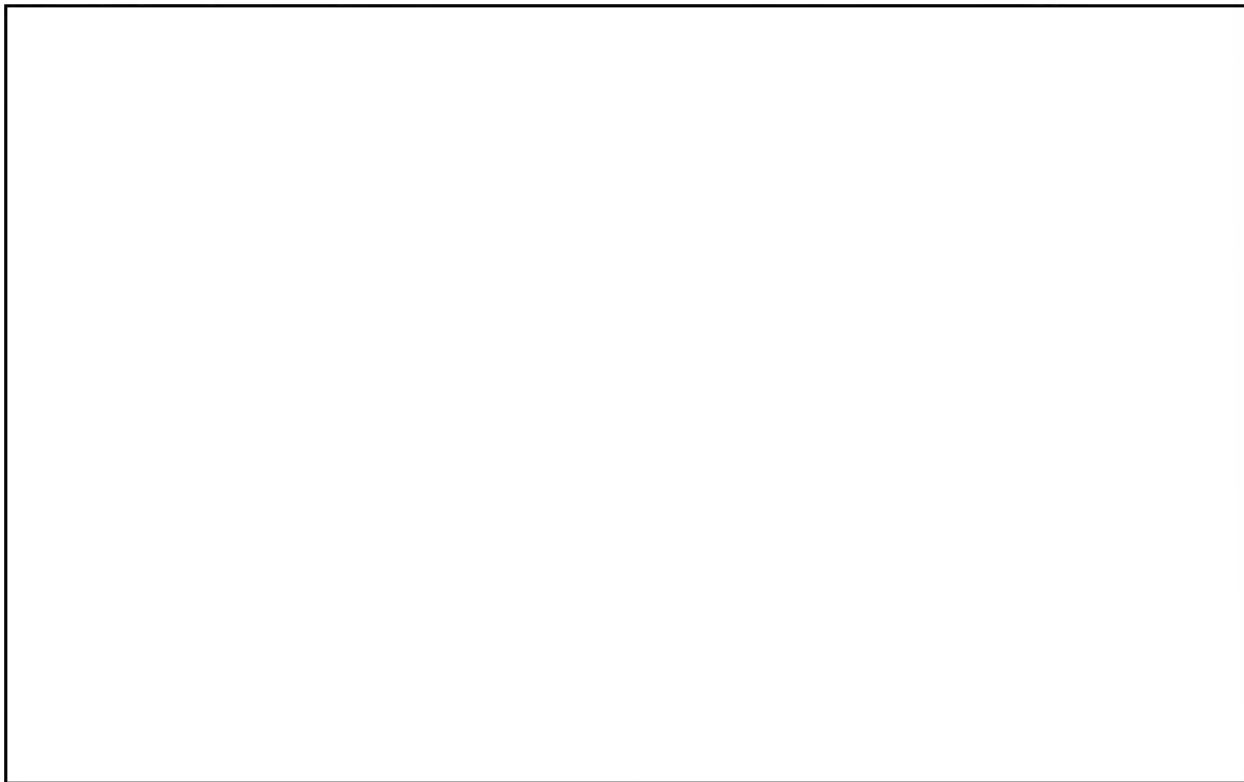
1245) - Optional Film: The Mexican Connection  
1345)

This is a documentary on drug traffic, filmed in Mexico in color.

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MONDAY, 29 JANUARY - continued

25X1



TUESDAY, 30 JANUARY

HEADQUARTERS BUILDING  
(Room 6B-02)

0830) - Technical Intelligence Collection:  
1130) Reconnaissance Systems

Harold L. Brownman,  
Director of Special Projects

25X1

[REDACTED]  
Program Director

25X1

[REDACTED],  
Program Director

25X1

[REDACTED]  
Program Director

25X1

[REDACTED],  
Deputy Director of Special Projects

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TUESDAY, 30 JANUARY - continued

Top officials of the Office of Special Projects will discuss current and planned reconnaissance systems, their contribution to intelligence and their limitations. They will consider the decision-making and risk-taking processes involved in developing and operating different systems for particular tasks. In addition, they will review the workings of the requirements system guiding collectors.

1300) - Agency ELINT Operations  
1430)

John N. McMahon,  
Director of ELINT

The speaker will discuss the work of the Office of ELINT in DDS&T, its ground station and airborne collection capabilities, third party relationships, collaboration with NSA, and support to other Agency operations.

1445) - Communications: Lifeline of the Agency  
1630)

25X1

Seminar Member

The Chief,  will outline the scope of the Agency's world-wide communications system and the types of communications support it provides to Agency programs, as well as to other US Government activities abroad. He will describe the changes in the Agency's communication system being wrought by automation and other technical developments. The speaker will also comment on the managerial policies of the Office of Communications that have enabled it to satisfy expanding communications needs of the Agency while maintaining flexibility and readiness to meet new requirements. A tour of the Communications Center at Headquarters will follow the presentation.

25X1

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WEDNESDAY, 31 JANUARY

0830)  
1000) - New Trends in Cover

Panel:



25X1

1015)  
1200) - Station Operations

Panel of Seminar Members:



25X1

1245)  
1345) - Optional Film: Misunderstanding China

This film, in color, concerns changes in American perceptions of the Chinese, largely as seen through old movies.

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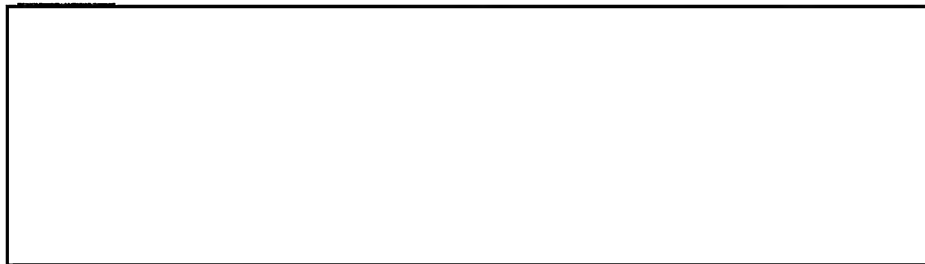
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WEDNESDAY, 31 JANUARY - continued

1400) - SIGINT Activities of the Clandestine Service  
1600)

Panel:

25X1

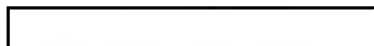


A panel of Clandestine Service officers will discuss CS activities in the field of signal intelligence. They will consider the nature of national and other requirements for signal intelligence and the areas of success and difficulty in satisfying them. The Agency's relationship to other collectors and users, third party operations and responsibilities, and the covert intercept program will also be reviewed.

THURSDAY, 1 FEBRUARY

0830) - Overt Collection  
0945)

25X1



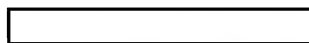
Seminar Member

A member of the Senior Seminar from the [redacted] will discuss the contribution of the Agency's overt collection activities to national intelligence. He will comment on overt collection of intelligence information from such disparate sources as open literature, radio broadcasts, maps, films, television, and human sources, emphasizing the special problems of each form of collection and likely trends in the future.

25X1

1000) - Covert Action and Policy: A Historical Perspective  
1200)

25X1



Deputy Chief, Covert Action Staff

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THURSDAY, 1 FEBRUARY - continued

Covert Action (CA) is one of CIA's three primary missions. While it has occasionally stirred controversy, its utility as an arm of foreign policy has been repeatedly affirmed by higher authority. The Deputy Chief of the Covert Action Staff will look at Covert Action in historical perspective, surveying the Agency's experience with this activity over more than twenty years and reviewing its relationship to policy. He will describe the way in which policy affects the initiation and development of covert action projects and the formal controls which seek to assure that all covert action remains in the service of the policy-maker. The Speaker will also discuss the changing relationship of CA to foreign intelligence collection and will speculate on prospective trends for Covert Action in the 1970's.

1300)  
1530)- Covert Action Operations

25X1

Chief, Plans and Evaluation Group,  
Covert Action

A former Chief of Station will discuss Covert Action operations, drawing on his wide field experience to illuminate choices of operational action to fit particular circumstances and the relationship of operational tactics to policy. He will describe current covert action approaches to the Chinese and Soviet targets and discuss present emphasis on political action operations in a number of areas. He will stress the necessity for long-range planning in covert action and indicate some of the planning he is now undertaking in his current post.

1545)  
1615)- Discussion

Seminar Members

FRIDAY, 2 FEBRUARY

0815)- Assemble at Chamber of Commerce Building  
(Woodward Street)

CONFIDENTIAL

FRIDAY, 2 FEBRUARY - continued

0900)-  
1230)- Tour of Technical Services Division Facility

Sidney Gottlieb,  
Chief, Technical Services Division  
and Staff

25X1

[REDACTED]  
Seminar Member

An overview of the Technical Services Division (TSD) of the DDP will precede a tour of the facility. The presentation and tour will emphasize TSD's role as an action arm of the Clandestine Service, participating in research and operational planning at Headquarters, but also actively involved in direct support to operations in the field. TSD's expertise and experience in such traditional activities as audio, secret writing, clandestine photography, and documentation and disguise will be demonstrated in terms of the specific kinds of operations they support. In addition, TSD's work in

25X1

[REDACTED] will be reviewed, as will its growing capabilities in such new areas as video, narcotics detection and counteraction, and anti-terrorist activities. A member of the Senior Seminar from TSD will participate in the day's presentations.

1230)-  
1330)- Lunch with TSD Staff

1330)- Return to Chamber of Commerce Building

1400)-  
1600)- Discussion/Reading

Seminar Members

MONDAY, 5 FEBRUARY

0830)- Assemble at Chamber of Commerce Building  
(Woodward Street)

0930)-  
1245)- Interpreting Photography for Intelligence

Arthur C. Lundahl,  
Director, National Photographic  
Interpretation Center, and Staff



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MONDAY, 5 FEBRUARY - continued

Members of the Senior Seminar will visit the National Photographic Interpretation Center (NPIC) for an orientation on the mission and work of the Center by its Director, who organized the first photo interpretation element in the Agency and has guided it through twenty years of growth and expansion. A tour of the facility, including presentations by photo interpreters and an inspection of some of the sophisticated equipment used in the Center, will follow.

25X1

1245)- Lunch [REDACTED]  
1345)

1345)- Planning for Future Imagery Analysis  
1500)

25X1

[REDACTED]  
Seminar Member

The Chief of the Planning Staff of NPIC will examine the probable impact of technological advances and shifting requirements on the mission and organization of NPIC in the future. He will review NPIC's planning process and explain how NPIC combines current performance evaluations with estimates of future needs to arrive at a basis for future planning.

1500)- Return to Chamber of Commerce Building

1530)-  
1630)- Reading

Seminar Members

TUESDAY, 6 FEBRUARY

0830)-  
1200)- Mariwana Station Case: Phase I

Seminar Members

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TUESDAY, 6 FEBRUARY - continued

Members of the Seminar will work as teams on a notional case study involving a requirement levied upon a field station to reduce personnel. The requirement necessitates a number of operational and managerial decisions. The case study has been designed both to help develop an understanding of the scope of typical station operations and to convey insight into the management of a station.

1245)- Optional Videotape: Chronolog: Drug Traffic  
1345) in Southeast Asia  
(Room 835, TV Studio, Chamber of Commerce Building)

This videotape reviews allegations that CIA is involved in drug traffic in Southeast Asia.

1400)- An Overview of Intelligence Production  
1600)

Paul V. Walsh,  
Assistant Deputy Director for Intelligence

The Assistant Deputy Director for Intelligence will survey the different types of intelligence production. Using examples, he will consider the problems of the intelligence producers in keeping abreast of the needs and interests of policy-makers and providing intelligence support to policy options without becoming enmeshed in the policy process. He will also discuss the necessity for intelligence producers to remain in close communication with collectors, serving as a source of guidance on what should be collected as well as contributing to program evaluation. The Speaker will look ahead to the direction in which intelligence production is going, anticipating changing requirements and expectations the Agency may face in the future.

1600)- Discussion  
1630)

Seminar Members

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WEDNESDAY, 7 FEBRUARY

0830)  
0945) - Intelligence Guidance

25X1

[REDACTED]  
Seminar Member

A member of the Senior Seminar will describe and evaluate the way in which the Agency seeks to align its programs and activities with the valid needs of policy-makers through its intelligence guidance systems. He will present examples of the use of intelligence guidance to focus collection programs and the allocation of resources. The Speaker will comment on the differences in applying a formal requirements system to technical and agent collectors, and he will report on the trends in the Agency's overall approach to information requirements and assessments of collection systems.

1000)  
1200) - The Analytical Function in CIA

25X1

[REDACTED]  
Deputy Director of Current Intelligence  
David S. Brandwein,  
Director of Foreign Missile and Space  
Analysis Center

What is intelligence analysis and how is it done? Senior Officers of the S&T and the Intelligence Directorates will consider the analytical function and describe the processes by which informational inputs become a conclusion or estimate concerning foreign capabilities, policies, intentions, and strategies. The Deputy Director of OCI will illustrate his discussion of this subject with specific examples of analysis leading to finished intelligence in the political or economic field. The Director, Foreign Missile and Space Center, will discuss the ways in which the S&T analyst takes raw data in the form of telemetry, imagery, radar tracking data and other information, and uses them to build up a picture of the capabilities and performance characteristics of strategic weapons systems. Both speakers will address the question: How does management organize to provide the appropriate training, working atmosphere, and support needed to produce finished intelligence and estimates of the highest objectivity and integrity?

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WEDNESDAY, 7 FEBRUARY - continued

1400)  
1600) - The Impact of Technology on Intelligence

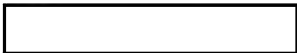
Carl E. Duckett,  
Deputy Director for Science and Technology

The Deputy Director for Science and Technology will draw on his unique experience in the Agency to discuss the contribution of science and technology to national intelligence and the probable impact of technological developments on the Agency's work in the future. He will review the kinds of technical and managerial ingenuity in the Agency's S&T history that have accounted for our successes in a number of fields and will give his views on the important lessons to be learned from them.

THURSDAY, 8 FEBRUARY

0830) - Agent Handling  
0945)

25X1

  
Seminar Member

A member of the Senior Seminar with extensive experience in operations will discuss approaches and problems in the handling of clandestine agents. He will consider in particular the cultural factors that condition agent handling techniques in Asia.

1000) - Narcotics Intelligence: New Task for CIA  
1200)

25X1



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THURSDAY, 8 FEBRUARY - continued

Effective narcotics control has been declared by the President to be a primary foreign policy objective of the United States. The significance of this development for the Agency will be explored by the Chief of the Narcotics Control Group (NARCOG) and the DDI Coordinator in this field. The Agency's collection activities, its role as coordinator of foreign collection efforts against the foreign narcotics target, and the relationships that are developing between the intelligence and enforcement arms of the new "narcotics intelligence community" will be described. Problems related to production of intelligence on the subject, the formulation of production requirements, and the response of the Intelligence Directorate to them will also be detailed.

(A presentation on the medical aspects of drug abuse and its impact on American society will be given in Block VI.)

1245)-  
1345)- Optional Film: Chronolog: Laos-CIA

This film, in color, covers the "secret war" in Laos. A number of interviews with members of the Air America staff are included.

1400)-  
1600)- Support for Intelligence

Panel:

John W. Coffey,  
Deputy Director for Support, Chairman  
and Staff

The Deputy Director for Support and senior members of his Directorate will outline the principal types of support for intelligence involving men, money and materiel. They will use selected examples to show the critical relationship between the timely planning and provision of support and the successful execution of Agency tasks and operations; and they will highlight a number of vital points at which the Support Directorate interfaces with other Directorates and components. They will also share with the Seminar some insights into their responsibilities as managers in running different aspects of the Support Directorate.

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THURSDAY, 8 FEBRUARY - continued

1600)  
1630) - Discussion

Seminar Members

FRIDAY, 9 FEBRUARY

0830)  
0945) - Covert Use of Air Support

25X1

[REDACTED]  
Seminar Member

The former Chief of the [REDACTED] a member of the Senior Seminar, will draw on his experience in Laos to discuss the covert use of air support. He will consider, in particular, the question of maintaining a capability in being for contingency air support needs and the management problems entailed in preparing for such needs.

25X1

1000)  
1200) - Intelligence and Arms Control

Panel:



25X1

A panel of CIA intelligence officers will trace the steps leading to the first phase agreements with the Soviet Union on arms control, indicating especially the role that intelligence has played in making the SALT I agreement possible.

25X1

[REDACTED] and the responsibilities placed upon CIA and other components of the Intelligence Community for verification under SALT I and prospective future agreements. Problems involved in verification will be explained in some depth. The panel will also consider the impact which verification responsibilities already have had and may have in the future on the management and the structure of the Agency.

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FRIDAY, 9 FEBRUARY - continued

1400) - Evaluation of Block II  
1530)

25X1

Senior Seminar Staff

SCOPE NOTE

PPB IN CIA: TOOL OF TOP MANAGEMENT

The Deputy Director of Programming, Planning, and Budgeting (PPB) will briefly describe the concepts of PPB and indicate how they are being applied in CIA as an instrument of managerial control.



SCOPE NOTE

A VIEW OF CIA FROM THE 7TH FLOOR

The Executive Director-Comptroller will look at the Agency from the viewpoint of top management. He will consider major problem areas requiring attention at that level and, as appropriate, indicate approaches to their solutions. He will assess the management process as he sees it, commenting on the different management devices for developing and communicating policy decisions. The Speaker will also discuss the goals Agency management has set for the Senior Seminar and its place in executive development within CIA.

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